

# ICPS newsletter

## Supervisory Board discusses execution of the ICPS strategic plan

**Last week, the Supervisory Board of the International Centre for Policy Studies approved the work undertaken by ICPS to execute the strategic plan approved in 2001**

Director Vira Naniwska, jointly with ICPS project managers, presented to the boardmembers and guests a report on the 2002 strategic plan execution. ICPS is positioning itself as an competitive independent research centre, whose fields of activity in Ukrainian and international markets are the following:  
(1) formation of a potent public institution;  
(2) impact on transformation processes;  
and (3) application of developed marketing mechanisms. Additionally, meeting participants discussed the execution of the recommendations delivered by the Supervisory Board members on 27 November 2001.

Dr. Naniwska emphasised that ICPS displays the capacity to develop complex systems, and to guide and monitor the actual process of institutional changes in post-totalitarian societies. The impact of ICPS on transformation processes manifests in the following forms:

- implementation of public policy tools in government practice;
- sharing own experience in implementing public policy tools across Ukraine and CIS countries;
- impact on improving decision-making procedures in central and local government authorities;
- systematic evaluation of economic changes and scrutiny of social transformation processes;
- participation in technical assistance programs and project evaluations.

An important area of ICPS activity is change management in Ukrainian society and its impact on technical assistance processes. For the time being, no technical assistance has been envisaged for complex long-term programs designed to develop institutional capacity in governmental and communal structures. Therefore, ICPS aspires to apply its own efforts to identify recipients of

ICPS—a competitive independent research centre—pursues the following strategy:



### Last week's events

Last week, ICPS hosted regular events under the framework of the "Network for Policy Development in the Government of Ukraine" project. With the aim of establishing contacts with the State Chancellery of the Latvian Republic (Secretariat of the Cabinet of Ministers of Latvia), ICPS invited Yuris Shmits, Director of the Office of the Prime-Minister of Latvia to Kyiv, as well as Una Klapkalne, Director of the Department for Public Policy Planning and Coordination, and Baibu Petersone, Consultant at the Department for Public Policy Planning and Coordination.

The guests came to Kyiv to tell Ukrainian colleagues about their practical experience related institutional reforms, primarily pertaining to the work of patronage services of government members, as well as creation of a public policy coordination system.

Meetings, seminars, and consultations were arranged for the project participants and high Ukrainian government officials, wherein the following questions were discussed:

- the prioritisation process in the executive government, with the executive declaration regarded as a core strategic document;
- strategic planning system: development-related problems, relationships to budget reform, planning and assessment of results, accountability;
- new Cabinet of Ministers regulations: the role of regular meetings of state secretaries;
- work of the coalition government and achieving coalition agreement;
- functions of the Prime-Minister's Office.

The project "Network for Policy Development in the Government of Ukraine", initiated by the Cabinet of Ministers of Ukraine's Secretariat and the International Centre for Policy Studies, is carried out under the framework of the Policy Advice for Reforms (PAR) project of the Canadian Bureau for International Education (CBIE), funded by the Canadian International Development Agency (CIDA).

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technical assistance and the form in which it should be optimally delivered:

- developing already initiated research into general frameworks, structure, and technical assistance trends;
- introducing into public awareness and donor programs a new technical assistance paradigm for Ukraine, which would be applied in providing recommendations and developing institutional capacity;
- launching research in a potentially promising area, namely, assessment of technical assistance programs and projects, economic analysis of technical assistance efficiency and effectiveness, updated publications, and technical assistance monitoring.

Part of the transformation process of Ukraine from a totalitarian into a democratic state is the diversification of EU integration activities. Board members pointed out that there is an urgent need to implant in the public awareness an understanding of how vital it is to introduce European standards now and to abide by them in all spheres of life. Over the past three years, ICPS has been working on a series of projects under the

framework of the "Ukraine's European Choice" program. Thanks to cooperation with European and Polish non-governmental institutions, ICPS experts have had an opportunity to study and evaluate corresponding processes in EU member-countries and EU candidate-countries. Having become familiar with the experience of these states, ICPS experts suggest that Ukrainian government institutions should introduce a system of process planning, plan execution, monitoring of execution, and reporting to the European Union. Application of this system by government institutions in their work will enable the Ukrainian government to carry out the process of European integration following the European standard, that is, to "speak the same language" with the European Union.

Another vital challenge for ICPS is creation of the institutional capacity to actively involve the grassroots in public policy development. With several of its projects, ICPS helps the public-at-large to become an active participant of this process, through new public institutions and procedures such as public service quality surveys, open budget hearings, and public school councils.

We can cite as a vivid example the implementation of the "Peoples' Voice" project and cooperation with public organisations under this project's framework. Supervisory Board members discussed ICPS new marketing strategy, which was adopted by ICPS in 2002 in order to expand its client base. The strategy was chosen based not only on the economic growth already begun, which encouraged businesses to commission research on public policy, but also given the stronger institutional ICPS capacity to carry out such commissions.

Participants of the meeting approved the ICPS activities and acknowledged its effectiveness. Mr. Bohdan Hawrylyshyn, Chairman of the ICPS Supervisory Board, believes that further success will be secured if ICPS observes the following requirements:

- will be aware of societal needs;
- will transform these needs into actual demand;
- will understand clients and their potential, and will also give a realistic assessment of their own potential and develop it;
- will understand and appreciate their rivals. ■

## Poland and Ukraine analyse EU experience pertaining to new immigration policy

***Over recent years, the European Union has encountered the problem of a swelling number of legal and illegal migrants from non-EU countries. In order deal with this problem, the EU has vigorously pursued a new immigration policy, adopting corresponding laws and documents jointly with EU member-countries and candidate countries. After the European Union is enlarged, its eastern frontier will include the territory of Poland, for which the issues of illegal migration are becoming increasingly acute. Poland's major eastern partner will be Ukraine, whose population can be a major resource for migrating labour not only in the Polish market, but in the European market on the whole as well. The development and implementation of a new immigration policy, aimed to abate the adverse implications of EU enlargement, was order of the day at an international conference titled "Do We Need Immigrants? EU Immigration Policy Development Versus Employment Policy Development in Britain, Germany, Poland, and Ukraine", which took place on 13 May in Kyiv***

The conference was arranged by ICPS together with the Polish Instytut Spraw Publicznych (Public Affairs Institute), and supported by the embassies of Great Britain in Ukraine and Poland. The conference participants included representatives of governmental organisations and research institutes of the EU, Poland, and Ukraine, as well as of foreign representative offices of EU member-countries and EU associate members. Conference members studied and analysed the following vital issues:

(1) marking EU borders; and (2) implications of EU accession by Central and Eastern European countries and impact of this factor on east-west migration processes.

The following topics were highlighted during plenary and sectional sessions:

- the frameworks of the integrated immigration policy pursued by the European Union;
- effects of today's EU immigration policy for the labour markets of Germany and Great Britain;

- Poland's immigration policy development in the context of its accession to the EU;
  - economic implications of EU enlargement and the Schengen Treaty;
  - the frameworks of Ukrainian immigration policy and its possible alternatives;
  - Ukraine's role as Europe's new neighbour.
- Mitigation of the negative consequences of EU enlargement is crucial for Ukraine. The following options to eradicate this setback were broached during the conference:

- intensified cooperation under the framework of the Partnership and Cooperation Agreement (PCA);
- conclusion of bilateral employment treaties;
- coordination and adjustment of the migration and visa policy;
- simplification of visa procedures;
- reduction of the consulate fee tariffs for issuing visas;
- keeping intact the special border-crossing procedure for communities residing in frontier regions.

Based on the conference materials, ICPS experts and the Public Affairs Institute will prepare recommendations on how to develop and implement a consistent and integral immigration policy in Ukraine and Poland. Recommendations will be released as a special publication. ■

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